



**MISSION
TO SUCCESS**

CORPORATE BROCHURE

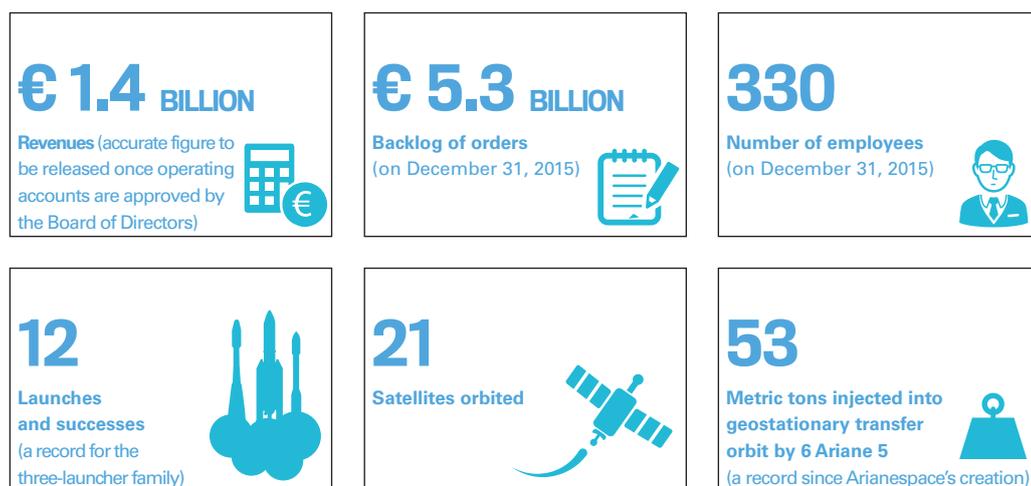
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2015 KEY FIGURES

Record sales and backlog



2015 launches





INDEPENDENT ACCESS TO SPACE

Since being founded in 1980, Arianespace has offered access to space for both government and commercial customers. We deploy a complementary family of three launch vehicles, recognized as the most reliable and available in the world.

Any payload, to any orbit, at any time

Arianespace was created in 1980 as the world's first commercial launch services company. Its assigned mission was to guarantee Europe's independent access to space, while also penetrating the commercial market. A privately-owned company, Arianespace's shareholders include Airbus Safran Launchers (39%), French space agency CNES (35%), and all firms in the European launcher industry, with CNES' shares about to be transferred to Airbus Safran Launchers pending approval of European Commission anti-trust authorities.

Europe has provided the resources that give Arianespace the unique ability to orbit any type of payload, at any given moment, into any orbit, from the Guiana Space Center, Europe's Spaceport in French Guiana (South America).

Arianespace's capabilities are based on a complementary family of three launchers, Ariane 5, Soyuz and Vega, all champions in their respective classes of heavy, medium and light lift capacity.

Working for government and commercial customers

European governments take advantage of these capabilities to launch all types of spacecraft, from experimental satellites weighing just a few kilos to the 20-ton ATV (Automated Transfer Vehicle) that ferried supplies to the International Space Station. Private operators also rely on Arianespace's family of launch systems. Year after year, Arianespace orbits more than half of all commercial satellites worldwide, with launch services that offer unrivaled quality and reliability.

Commercial operators and governments alike recognize Arianespace as the global benchmark in launch services and a guarantee of independent access to space. This global leadership is built on a family of launchers offering the highest availability and reliability in the world, and all the advantages of the Guiana Space Center, featuring a location near the equator and state-of-the-art facilities.

1980

Arianespace founded

11

Payloads orbited in 2015 for European institutions and governments

3 COMPLEMENTARY LAUNCHERS

Ariane 5, Soyuz, Vega



THE GLOBAL LEADER

Since 1980, launch after launch, Arianespace has brought the benefits of space to people on Earth. Arianespace delivers to orbit today's most advanced spacecraft for a wide variety of applications, from telecommunications and navigation, to Earth observation and the prevention of natural disasters.

Close support for all customers

From contract signing to orbital injection, Arianespace tailors each mission to suit the specific requirements of satellite operators, based on a unique integrated approach. We have established a solid global presence through our corporate headquarters in Evry, near Paris, plus offices in Washington, D.C., Tokyo and Singapore, and at the launch base in French Guiana. We are closer than ever to our customers, giving them launch solutions that go beyond our proven technical excellence to encompass innovative insurance and financing arrangements.



Custom-tailored services and solutions

Arianespace draws on its heritage to develop and apply custom-tailored solutions, allowing us to control all aspects of launcher production down to the smallest detail, while addressing the specific technical, contractual and financial characteristics of each mission. Our launch teams, highly specialized yet multidisciplinary, simultaneously handle Ariane 5, Soyuz and Vega operations. They are responsible for the maintenance of our launch facilities and conducting the actual launches – at an impressive rate that allowed us to carry out 12 missions from the Guiana Space Center in 2015, a record for our family of launchers.

An impressive order book

The proven robustness of our launch solutions engenders customer trust. Arianespace has long been the world's leading commercial satellite launch company, with a sustained backlog of orders worth 5.3 billion euros, equal to more than three years of launch business.

96 CUSTOMERS

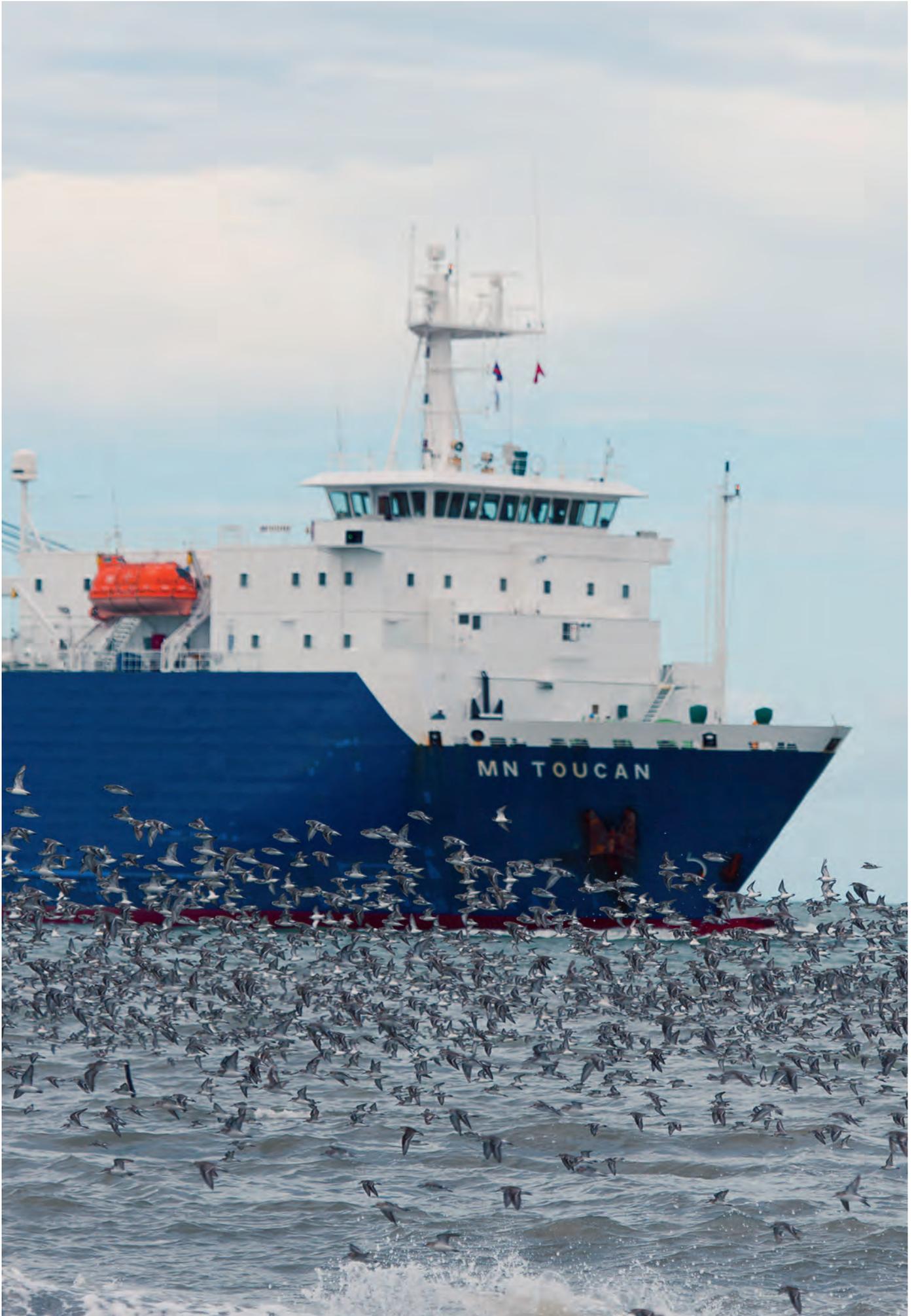
as of Dec. 31, 2015 from
both the public and
private sectors

+ 50 %

of the commercial
launch market

+ €5 BILLION

in our order book



AN ECO-RESPONSIBLE CORPORATE CITIZEN

Working closely with our partners, Arianespace has implemented a proactive environmental or energy management policy. Ranging from launcher production and transport to launch operations and the orbital life of launcher components, Arianespace strictly respects all environmental regulations.

Environmental management policy in strict compliance with international standards

The management systems covered by the two standards, ISO 14001 (environmental management) and ISO 50001 (energy performance), now guide the methods and best practices developed and applied continuously by Arianespace.

For procurement of launcher components, Arianespace counts on the environmental skills and expertise of our suppliers, top-tier European companies, and transports them from Europe to French Guiana in strict compliance with all environmental regulations.

Guiana Space Center: protecting biodiversity

The Guiana Space Center (CSG) is located in an impressive natural site spanning some 172,000 acres. It features varied landscapes with exceptionally rich biodiversity. Arianespace works closely with French space agency CNES and the Guiana Space Center to protect this vulnerable ecosystem from the environmental impact of launch operations, and carefully gauges the impact upon the environment of every single launch. Studies and readings show that launches have only a minor impact on the local environment in French Guiana.



Environmentally-friendly launches

Arianespace operates its launchers in accordance with the French Space Operations Act (FSOA), which sets requirements concerning the management of risks to the safety of people and property, and protection of public safety and the environment. Throughout the process, from liftoff to orbital injection of satellites to management of launcher stages in orbit, Arianespace oversees compliance with the environmental aspects of this law.



ARIANE 5, THE HEAVY LAUNCHER

The undisputed benchmark in heavy launchers, Ariane 5 sets new standards of reliability, availability, quality and competitiveness, launch after launch.

Ariane 5 ECA and Ariane 5 ES: complementary capabilities

Arianespace operates just two versions of Ariane 5, a policy that facilitates standardized production and maximizes availability.

The Ariane 5 ECA can launch over 10 metric tons (22,000 lb) into geostationary transfer orbit (GTO). Year after year, it retains its position as the world's leading launcher for telecommunications satellites, based on timely, precise and reliable orbital injection.

The Ariane 5 ES version is ideally suited for low or medium Earth orbit missions, such as cargo flights to the International Space Station, or cluster launches for the Galileo constellation of navigation satellites.

Unrivaled launch rate

The European space industry's outstanding production plants, coupled with state-of-the-art facilities at the Guiana Space Center, ensure a pacesetter Ariane 5 launch rate of up to seven missions per year.

70 successful launches in a row (as of Jan 31, 2016)

Whether working for government agencies or commercial operators, Ariane 5 has become the global benchmark in the heavy-lift market, based on an uninterrupted string of successful launches over the last 12 years. By January 31, 2016, Ariane 5 had logged 70 successful launches in a row, while setting several world records, including one for payload weight injected into geostationary transfer orbit: 10.3 metric tons (22,660 lbs.) on February 7, 2013.

During this long string of successes, Ariane 5 has orbited more than 500 metric tons (1,100,000 lbs.), comprising 127 main payloads and 10 auxiliary passengers.



ARIANE 5

- > In service since 1996
- > Taller than the Arc de Triomphe
- > More powerful than 10 Airbus A380 super-jumbo jets
- > Liftoff weight: 780 metric tons (1,716,000 lbs.)
- > Liftoff thrust: more than 2,860,000 lbs.
- > Applications: telecom satellites, deployment of the Galileo satellite navigation system



SOYUZ, THE MEDIUM LAUNCHER

The successful first launch of Soyuz from the Guiana Space Center on October 21, 2011 opened a new chapter in the history of humanity's conquest of space. It was also historic in the broad sense of the term, with this legendary Russian launcher now lifting off from European soil.

More than 1,850 launches

Soyuz is unquestionably the most prolific and versatile launcher in history. Arianespace and subsidiary Starsem have been operating Soyuz since 1999. As of December 31, 2015, we have conducted a total of 39 launches, including 26 successful missions from the Baikonur Cosmodrome in Kazakhstan, and 13 from the Guiana Space Center, which has a dedicated Soyuz launch pad. With Soyuz, Ariane 5 and Vega, Arianespace now has three perfectly complementary launch systems for the long haul.

The versatile launcher

Soyuz launches from the Guiana Space Center can carry 5 metric tons (11,000 lbs.) into low Earth orbit or 3.2 metric tons (7,054 lbs.) into geostationary transfer orbit. This launch system is designed for the medium satellite market, spanning Earth observation, science, navigation (Europe's Galileo system, for instance) and telecommunications (Globalstar and O3b constellations).

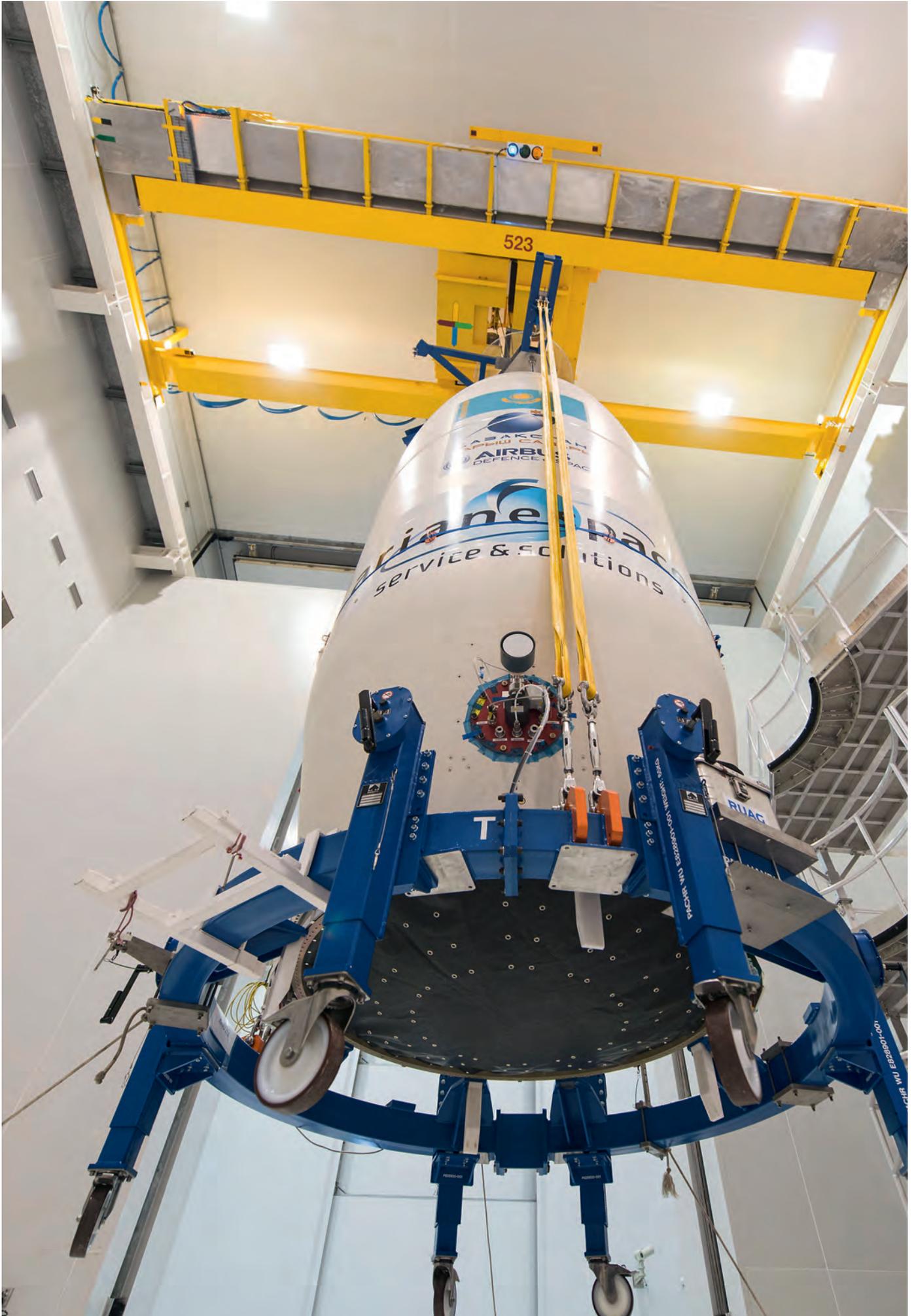
A successful partnership

Soyuz operations from the Guiana Space Center carry on the close collaboration in the launcher market between Europe and Russia that started with Starsem, the Euro-Russian Arianespace subsidiary that has marketed Soyuz launches from the Baikonur Cosmodrome since 1999. The two companies now operate both Soyuz launch pads concurrently, for the greater benefit of all customers.



SOYUZ

- > Operated from the Guiana Space Center since 2011
- > Launched the first man-made satellite, Sputnik, in 1957
- > Launched the first man into space, Yuri Gagarin, in 1961
- > Liftoff weight: 307 metric tons (675,400 lbs.)
- > Liftoff thrust: more than 880,000 lbs.
- > Applications: navigation, science, Earth observation, telecommunications



VEGA, THE LIGHT LAUNCHER

With the flawless first launch of Vega on February 13, 2012, Arianespace deploys a complete family of launchers, offering the broadest range of launch services in the world.

The small satellite launcher

Vega offers a payload capacity of 1.4 metric tons (3,080 lbs.) into Sun-synchronous orbit (SSO). It was purpose-designed for the launch of small satellites, a segment that has grown considerably in recent years, driven by advances in miniaturization and data compression algorithms. Vega is also perfectly suited to the launch of microsatellite constellations.

This new light launcher is operated in conjunction with Ariane 5 and Soyuz at the Guiana Space Center. It has its own dedicated launch pad and state of the art facilities.

Supporting sustainable development

Vega is a very timely solution for the booming Earth observation market, which now accounts for 90% of the launcher's order book. It is also an ideal response to the launch needs of many emerging countries, which want to deploy their own satellite systems to help protect the environment and manage their natural resources to ensure sustainable development.

A success in private and government markets

In November 2015, VV06 marked the end of Vega's development phase: it was indeed the fifth and last launch under ESA's VERTA (Vega Research and Technology Accompaniment) program. The next launch will be the first mission to occur in the frame of Vega's recurring exploitation by Arianespace, who ordered a batch of 10 vehicles from ELV in October 2014: ELV, Vega's Prime contractor, is owned by Avio (70%) and by the Italian space agency (30%).



VEGA

- > In service since 2012
- > A high-tech, streamlined design
- > Accelerates to 300 km/h in 9 seconds
- > Liftoff weight: 137 metric tons (300,000 lbs.)
- > Liftoff thrust: 506,000 lbs.
- > Applications: science, Earth observation, etc.



BUILDING SOLID FOUNDATIONS FOR THE FUTURE : ARIANE 6 AND VEGA-C

Arianespace carefully forecasts market trends so we can give both government agencies and commercial operators the launch solutions that precisely match their needs.

In synch with the market

Meeting at the end of 2014, the European Space Agency Ministerial Council decided to start the development of the new-generation Ariane 6 launcher and of an enhanced version of Vega, named Vega-C. This decision, reflecting a major commitment by all ESA member states, clearly addresses changes in the competitive landscape and a transformed market. Among other factors that influenced the council's decision, tomorrow's satellites will make increasing use of lighter, more efficient electric propulsion systems.

Ariane 6 will be a modular launch vehicle with a restartable cryogenic upper stage to support a wide variety of missions. The first launch is expected in 2020. It will be built in two main versions: the commercial version (Ariane 64), using four P120C solid boosters, can launch two GTO satellites at a time, with total payload capacity of nearly 10.5 metric tons (23,100 lbs.). The "government" version (Ariane 62), with only two solid boosters, is designed to meet the requirements of ESA or national space agencies to orbit both medium and heavy payloads in the coming decades. Smaller payloads will be assigned to the Vega light launcher, which will benefit from an increased performance with the introduction of the Vega-C variant in 2018, featuring the same P120C solid booster as for Ariane 6 in lieu of the current P80 first stage.

Launcher family synergies

Ariane 6 is designed to meet market requirements, in particular cheaper access to space. It leverages economies of scale, especially with the production of solid strap-on boosters for both versions of the launcher, as well as for the first stage of the upgraded Vega-C. The synergies fostered by Arianespace's family of launch vehicles will also apply to the production of launchers in Europe, generating significant savings at high delivery rates.

A key role in the industry's reorganization

However, if Ariane 6 is to rise to the challenge of enhanced competitiveness, it will also have to count on a revamped governance structure. One of the keys to this new organization is the joint venture Airbus Safran Launchers. Arianespace is committed to this evolutionary process of reorganizing the European launcher industry through close links via its shareholders and a primary mission of providing independent access to space for all members of ESA. We intend to play a full-fledged role in this reorganization by bringing to the table our world-renowned industrial and business expertise.





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